**2022**

**CIVIL SERVICE**

**PERFORMANCE MANAGEMENT**

**DIRECTORS/ANALOGOUS GRADES**

**PERFORMANCE AGREEMENT AND GUIDANCE NOTES**



|  |  |
| --- | --- |
| **NAME OF DIRECTOR:** |  |
| **NAME OF DIRECTORATE:** |  |

2022 PERFORMANCE AGREEMENT TEMPLATE FOR DIRECTORS/ANALOGOUS GRADES

#

# LIST OF ABBREVIATIONS

**AC** - Audit Committee

**CAGD** - Controller and Accountant General’s Department

**CSU** - Client Services Unit

**FA** - Focus Area

**HCS**  - Head of the Civil Service

**HoD**  - Head of Department

**HR**  - Human Resource

**KRA**  - Key Results Area

**MoF** - Ministry of Finance

**OHCS** -Office of the Head of the Civil Service

**PA -** Performance Agreement

**PNDCL -** Provisional National Defence Council Law

**SDS** - Service Delivery Standards

**SOs -** Strategic Objectives

# 1.0 PREAMBLE

This Agreement dated …....…… day of ........................……….. in the year Two Thousand and Twenty-Two, effective 4th January, 2022 – 30th December, 2022, is between the Ministry represented by the CHIEF DIRECTOR, on the one part, and the **\***DIRECTOR**\*** on the other part.

*The term* ***\*****Director****\**** *refers to Officers on the Director, Administration Grade and Analogous Grades.*

# 2.0 CONDITIONS OF AGREEMENT

The performance of the Director shall be assessed on the level of achievement of specified key outputs/deliverables set out under Schedules 1-3 and the obligations of Government in respect of operations specified over the agreed performance appraisal period of January 2022 to December 2022. This Agreement is entered into by both parties in good faith.

# 3.0 STRATEGIC PATH OF THE DIRECTORATE

3.1 Mission:

3.2 Objectives:

3.3 Functions:

# 4.0 KEY DELIVERABLES OF THE DIRECTOR IN THE 2021 PERFORMANCE AGREEMENT (PA)

The Performance Agreement covers the following areas:

4.1 Directorate-Specific Outputs and Deliverables

4.2 Key Outputs and Deliverables common to all Directors

* + Performance Reporting
	+ Human Resource Management

4.3Individual Learning Plan for the Director

# 5.0 ASSUMPTIONS

The deliverables agreed on in Sections 4.1 and 4.3 and detailed out in the accompanying Schedules would only be revised based on the under-listed conditions:

* Issues raised in mid-year review report
* Change in Government priorities
* Change in administrative leadership

***(In the event of a change in the posting of the Director*, *the outgoing Officer shall be held accountable for the period of stewardship at the previous station, and shall therefore be expected to generate a detailed performance report covering the period before assuming duty at the new station).***

# 6.0 UNDERTAKINGS OF THE DIRECTOR

The Director accepts responsibility for the overall performance of the Directorate as a whole and undertakes to:

1. Adopt and apply appropriate management techniques in conducting the affairs of the Directorate and exercising oversight responsibility for the subordinate Units/Divisions;
2. Ensure that core values such as client sensitivity, cost-effectiveness, quality service delivery, gender sensitivity, discipline and performance orientation, are upheld by the staff of the Directorate;
3. Ensure that the tangible assets within the Directorate are maintained in the most efficient manner and safeguarded against loss or abuse; and
4. Notify the Chief Director promptly of any conditions, which may interfere with or threaten the achievement of the performance targets listed herein.

# 7.0 UNDERTAKINGS OF THE GOVERNMENT TO THE DIRECTOR

It is incumbent on the Government, through the Chief Director/Minister/Head of the Civil Service (HCS) to provide leadership and support to the Director to ensure that the Officer achieves the level of performance indicated in this Agreement.

# 8.0 MONITORING AND EVALUATION OF THE AGREEMENT

The Chief Director shall be responsible for monitoring the implementation of this Agreement.

The Director would be expected to submit quarterly reports on work progress. At the end of the Agreement period, the Chief Director will arrange to meet the Director to review progress/ or in consultation with the Office of the Head of the Civil Service (OHCS) constitute an Evaluation Team to meet the Director to review progress. The Team will be expected to submit a report on the performance of the Director to the Chief Director/Sector Minister for onward submission to the Head of the Civil Service.

# 9.0 PERFORMANCE INCENTIVES AND SANCTIONS

The Director is expected to achieve at least 65% of the deliverables in the Agreement to attain the minimum pass mark. Merit awards will be considered for the Director if 95% and above of the deliverables are achieved. Appropriate sanctions may be applied on the Director who obtains a score 64% and below. The sanctions will be in accordance with Section (78) sub section (1) of the Civil Service Act, 1993 (PNDCL 327).

# 10.0 ARBITRATION AND SETTLEMENT OF DISPUTES

In the event of a disagreement between the parties to this Agreement, the Head of the Civil Service shall appoint an arbitrator who should be acceptable to both parties and shall make a ruling within one month of the application and the ruling shall be binding on both parties. Note that the initiator of the dispute will bear the cost of arbitration.

# SCHEDULE 1

**DIRECTORATE-SPECIFIC OUTPUTS AND DELIVERABLES TO BE ACHIEVED IN 2022**

A **minimum of FIVE** Directorate-specific outputs and deliverables are to be detailed by the Director using the format below. Directors are to ensure that set targets align with the Focus Areas (FAs).

**MATRIX FOR DIRECTORATE-SPECIFIC OUTPUTS**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **DIRECTORATE’S****STRATEGIC OBJECTIVES** | **FOCUS AREAS** | **BASELINE AS AT DEC 2021** | **TARGETS FOR THE YEAR (2022)/ DIRECTORS ROLE** | **IMPLEMENTATION SCHEDULE** | **KEY****OUTPUT** | **OUTCOME** | **COLLABORATING DIRECTORATES/UNITS/****DEPARTMENTS** |
| **1STQtr****Jan.- Mar.** | **2ndQtr****Apr.- June** | **3rdQtr****July- Sept.** | **4thQtr****Oct.- Dec.** |
|  | ***Focus Area 1:*** *Policy Formulation (Cabinet Memos, Legislation, Standards, Guidelines, Regulations) Coordination, Monitoring and Evaluation* |
|  |  |  |  |  |  |  |  |  |  |  |
|  | ***Focus Area 2:*** *Service Delivery Standards (Operationalisation of the Client Service Charter)* |
|  |  |  |  |  |  |  |  |  |  |  |
|  | ***Focus Area 3:*** *Research and Information Management* |
|  |  |  |  |  |  |  |  |  |  |  |
|  | ***Focus Area 4:*** *Innovation (Initiative to improve service delivery and work processes)* |
|  |  |  |  |  |  |  |  |  |  |  |
|  | ***Focus Areas 5:*** *Ministers’ Priorities/ Additional Government Priority Programmes and Projects* |
|  |  |  |  |  |  |  |  |  |  |  |

**\*Implementation Schedule for Targets and roles should be broken down into quarters**

 **\*Where Directorate has no strategic objective, the Institution’s Strategic Objective can be used**

# SCHEDULE 2

**KEY OUTPUTS AND DELIVERABLES COMMON**

**TO ALL DIRECTORS/ANALOGOUS GRADES**

The Director shall deliver the following generic outputs deemed to be mandatory for the smooth operation of the Directorate:

**Key Results Area 1: Performance Reporting:**

1. Action Plan of the Directorate - January 2022
2. First Quarter Report of the Directorate - April 2022
3. Mid-Year Performance Report of the Directorate - July 2022
4. Third Quarter Report of the Directorate - October, 2022
5. 2022 Annual Report of the Directorate - December 2022

**Key Results Area 2: Human Resource Management:**

1. Establishment levels and list of staff in the Directorate

and assigned job schedule s - January, 2022

1. Planning Phase of the Staff Performance Appraisal

Reporting completed - January, 2022

1. 2022 Training Plan for the Directorate

Identified through the appraisal process - February 2022

1. Mid-year review phase of Staff Performance Appraisal

Reporting completed - July, 2022

1. End-of-year assessment phase of Staff Performance Appraisal

Reporting completed - December, 2022

1. Directorate composite training report on the

Implementation of training plan - December, 2022

1. Back-to-office reports of staff on training undertaken - Jan - Dec, 2022

# SCHEDULE 3

**DIRECTOR’S PERSONAL CAPACITY DEVELOPMENT PLAN**

The Director is required to indicate three (3) personal capacity development activities to be undertaken during the year 2022: (Actions could include; participation in workshops/conferences; seminars, webinars, book review, peer reviews, executive coaching and readings; etc)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **COMPETENCIES/SKILLS GAPS** | **ACTIONS & DATES** | **KEY OUTPUT**  | **EXPECTED OUTCOME** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

I hereby agree to all the terms and conditions stated in this Performance Agreement document.

**…………………………………………….……. SIGNATURE:………………..……………………**

**NAME OF DIRECTOR**

**DATE:………………………………………**

**…………………………………………….. SIGNATURE:……………………………………..**

 **CHIEF DIRECTOR**

**DATE :………………………………………**

**ENDORSED BY:**

**……………………………………………. SIGNATURE: ……………………….……………**

**HON. SECTOR MINISTER**

OR **DATE: ……………………………………………**

 **CHIEF OF STAFF**

 OR

 **HEAD OF THE CIVIL SERVICE**

# ANNEX 1

**DISTRIBUTION & TIMELINES OF THE PERFORMANCE AGREEMENT FOR THE DIRECTOR**

1. **Completion and Signing of the 2022 Performance Agreement**

March, 2022 - Circular and Template on 2022 Performance Agreement

 for Directors issued to Chief Directors

March, 2022 - Signing of 2022 Performance Agreements

April, 2022 - Copies of Performance Agreements submitted to relevant persons

1. **Performance Reporting and Assessment**

December 2022 - OHCS issues circular to Chief Directors to evaluate Directors

December 2022 - Chief Directors evaluate Directors and Analogous Grade

January 2023 - Chief Directors provide feedback to assessed Officers

January, 2023 - Composite Report on evaluation prepared and submitted to OHCS

January 2023 - Chief Directors reward and sanction

1. **Distribution**

One (1) copy of the Performance Agreement will be signed. Copies may be made and distributed as appropriate.

# ANNEX 2- TEMPLATE FOR PERFORMANCE REPORTING

***(Kindly note that the Annex 2 is to be completed by the Director during the*** ***mid-year and end of year self-assessment report)***

**1.0 INTRODUCTION**

**2.0 OBJECTIVES**

1. **STATUS OF IMPLEMENTATION AS ATMID-YEAR / END OF YEAR, 2022)**

**SCHEDULE 1**

| **DIRECTORATE/UNIT STRATEGIC OBJECTIVE** | **FOCUS AREA** | **TARGETS FOR THE YEAR** | **DIRECTOR’S ROLE** | **ACHIEVEMENT STAT US** | **OUTCOME** | **REMARKS** |
| --- | --- | --- | --- | --- | --- | --- |
| ***FA 1* - *Policy Formulation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations), Coordination, Monitoring and Evaluation*** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| ***FA 2 - Service Delivery Standards (Operationalisation of the Client Service Charter)*** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| ***FA 3 - Research and Information Management*** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **FA 4 - *Innovation (Initiatives to improve service delivery and work processes)*** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| ***Focus Areas 5: Ministers’ Priorities/ Additional Government Priority Programmes and Projects*** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**NB: All key outputs and relevant documents used as a means of verifying OUTPUT deliverables and Director’s roles performed should be logged in the table below and should have the following features captured.**

* **Type of document – Eg. letter, memo, report, electronic documents etc.**
* **From: …… to: ……**
* **Date and subject**

|  |  |  |
| --- | --- | --- |
| **No.** | **Target** | **Means of Output Verification** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**SCHEDULE 2**

Please provide progress reports on the two (2) Key Results Areas as per the template below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **KEY RESULT AREAS** | **OUTPUT DELIVERABLES** | **DUE DATES** | **ACTUAL RESULTS** | **REMARKS** |
| KRA 1 - Performance Reporting |  |  |  |  |
| KRA 2– HR Management |  |  |  |  |

**SCHEDULE 3**

|  |  |  |  |
| --- | --- | --- | --- |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS & DATES** | **VERIFIABLE INDICATOR** | **OUTCOME** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**4.0 CHALLENGES AND MITIGATING STRATEGIES**

|  |  |  |
| --- | --- | --- |
| **NO.** | **CHALLENGES** | **MITIGATING STRATEGY** |
|  |  |  |
|  |  |  |
|  |  |  |

**5.0 RECOMMENDATIONS**

**6.0 CONCLUSION**

# ANNEX 3

**ASSESSMENT OF DIRECTORS**

***(Kindly note that the Annex 3 has been provided for information purposes only. It will be used by the Evaluation Team during the end of year assessment and is not for the Director to complete.)***

**PROPOSED SCORES FOR THE THREE (3) SCHEDULES**

|  |  |
| --- | --- |
| **SCHEDULES** | **WEIGHT** |
| **SCHEDULE 11** |
| *Policy Formulation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations) Coordination, Monitoring and Evaluation*  | 15 |
| *Service Delivery (Operationalisation of the Client Service Charter and initiative for improved service delivery)* | 15 |
| *Research and Information Management*  | 15 |
| *Innovation (Initiative to improve service delivery and work processes)* | 15 |
| *Ministers’ Priorities/ Additional Government Priority Programmes and Projects* | 10 |
| ***SUB-TOTAL*** | **70** |
| **SCHEDULE 2** |
| *Key Results Area 1 - Performance Reporting* | 10 |
| *Key Results Area 2 - Human Resource Management* | 14 |
| ***SUB-TOTAL*** | **24** |
| **SCHEDULE 3** | **6** |
| **GRAND TOTAL** | **100** |

1. **SCHEDULE 1-SCORE GUIDE – INSTITUTION-SPECIFIC OUTPUTS**

**AND DELIVERABLES**

|  |
| --- |
| **SCHEDULE 1 - 70 MARKS** |
| **TARGET FOCUS AREAS** | **TARGETS** | **ACTUAL RESULTS** | **MARKS** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **TOTAL MARKS 70** |

1. **SCHEDULE 2- SCORE GUIDE – GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES**

|  |
| --- |
| **SCHEDULE 2- KEY RESULT AREAS - 24 MARKS** |
| **KEY RESULT AREA** | **OUTPUT DELIVERABLES** | **DUE DATE** | **MARKS** |
| **KRA 1 -** Performance Reporting |  |  |  |
| **KRA 2 -** HR Management |  |  |  |
| **TOTAL MARKS 24** |

1. **SCHEDULE 3- SCORE GUIDE – PERSONAL CAPACITY DEVELOPMENT PLAN**

|  |
| --- |
| **SCHEDULE 3 - PERSONAL CAPACITY DEVELOPMENT PLAN - 6 MARKS** |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS & DATES** | **KEY OUTPUT** | **MARKS** |
|  |  |  | 2 |
|  |  |  | 2 |
|  |  |  | 2 |
| **TOTAL MARKS 6** |

1. **OVERALL ASSESSMENT**

The overall assessment of performance shall be derived by adding the marks for each schedule.

|  |  |  |  |
| --- | --- | --- | --- |
| **TOTAL MARKS** | **SCHEDULE 1 (70)** | **SCHEDULE 2 (24)** | **SCHEDULE 3 (6)** |
| **SCORE…………** | **SCORE…………** | **SCORE…………** |
| **OVERALL MARKS** | **100** |
|  |  |

1. **CRITERIA FOR RATING OVERALL PERFORMANCE**

The following criteria will be used to rate the overall performance of the Officer:

**Excellent (5): 95-100%**

Officer has fully met the agreed targets and time lines and has produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved.

**Very good (4): 85-94%**

Officer has achieved most of the agreed targets and indicators and has produced results of good quality within agreed time lines.

**Good (3): 75-84%**

Officer has achieved the average number of agreed targets and provided adequate supporting rationale/reasons for not achieving all of the specified targets.

**Satisfactory (2): 65-74%**

Officer has achieved the minimum number of agreed targets and provided adequate supporting rationale/reasons for not achieving all of the specified targets.

**Unsatisfactory (1): 64% and Below**

Officer’s performance has not met the expected minimum standard for the job

**MERIT AWARDS, RECOGNITIONS AND SANCTIONS**

On the basis of results of the performance evaluation, merit awards, recognitions, warnings or sanctions would be applied as follows:

1. Merit Awards for a Director who attains a performance ranking of ‘Excellent’ i.e. achieves 95% and above of the stated deliverables.
2. Recognition to the Director who attains a performance ranking of ‘Very Good’ i.e. achieves a score of 85% - 94% of the stated deliverables.
3. Recognition to the Director who attains a performance ranking of ‘Good’ i.e. achieves a score of 75% - 84% of the stated deliverables.
4. Recognition to the Director who attains a performance ranking of ‘Satisfactory i.e. achieves a score of 65% - 74% of the stated deliverables.
5. Warnings or sanctions to the Director who attains a performance ranking of ‘Unsatisfactory’ i.e. does not achieve the minimum required score of 65% of the stated deliverables.

|  |
| --- |
| ANNEX 4**OVERALL ASSESSMENT & COMMENTS FOR THE PERFORMANCE PERIOD** |
| 1. The Evaluation Panel’s concluding comments on the level of performance, including suggested next assignment, if appropriate.
2. The Director concluding comments.

 -------------------------------------------- ------------------------------- Director’s Signature Date  3. Follow-up Actions Recommended  |

# ANNEX 5

**REWARDS, RECOGNITIONS AND SANCTIONS**

1. **RECOGNITIONS & REWARDS**

These shall take the following forms:

* Study tours
* Letter or Certificate of merit
* Provision of citations, mementos, trophies, badges etc.
* Formal public recognition e.g. hanging up photographs of best performers in public places.
1. **SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE**

Sanctions for the Director shall include but not be limited to: -

* Warning/Reprimand
* Forfeit yearly increment
* Demotion
* Removal from Office for 3 years of unsatisfactory performance
* Non-renewal/Non-award of contract for Retired Officers

# GUIDANCE NOTES FOR THE COMPLETION OF THE 2022 PERFORMANCE AGREEMENT TEMPLATE FOR DIRECTORS/ANALOGOUS GRADES

|  |
| --- |
| **SECTIONS OF THE PERFORMANCE AGREEMENT** |
| 1. **PREAMBLE**

Directors are required to write in this section the date of the **signing** of the Agreement with the Chief Director. It is not to be left uncompleted. |
| 1. **CONDITIONS OF AGREEMENT**

Directors are expected to complete all three (3) schedules of the agreement. The assessment would be based on the achievement of the deliverables in the Agreement. |
| 1. **STRATEGIC PATH OF THE DIRECTORATE**

This section requires Directors to state the Vision, Objectives and Key Functions of their respective Directorates. |
| 1. **KEY DELIVERABLES OF THE DIRECTOR IN THE 2022 PERFORMANCE AGREEMENT**

This Section is to be completed as follows: |
| **4.1** Directorate-Specific Outputs and Deliverables | *The following five (5) Focus Areas (FAs) have been defined for adoption by all Directors to guide target setting:** *Policy Formulation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations) Coordination, Monitoring and Evaluation*
* *Service Delivery (Operationalisation of the Client Service Charter)*
* *Research and Information Management*
* *Innovation (Initiatives to improve service delivery and work processes)*
* *Ministers’ Priorities/ Additional Government Priority Programmes and Projects*

Directors are expected to couch a minimum of five (5) and a maximum of ten (10) Directorate Specific Focus Areas with a maximum of five (5) targets for each **Generic Focus Area.** |
| **4.2** Key Outputs and Deliverables Common To All Directors | Directors are required to produce verifiable indicators for the under-listed Key Results Areas (KRAs). It comprises a number of Operational and Administrative deliverables common to all Directors. * **KRA 1:** Performance Reporting
	+ **KRA 2:** Human Resource Management

 *(The detailed requirements under each KRA have been stated in Schedule 2 of the Agreement)* |
| **4.3** Director’s Personal Capacity Enhancement Deliverables | Directors are required to indicate three (3) Capacity Development Programmes to be pursued in the course of the year.*(The details of the Capacity Development Programmes are to be spelt out in Schedule 3 of the Agreement)* |
| **SCHEDULE 1: DIRECTORATE-SPECIFIC OUTPUTS AND DELIVERABLES TO BE ACHIEVED IN 2022*****Directors are to complete ALL the fields in the table in the order provided.*** |
| ***Ministry’s/Institution’s Strategic Objectives (SOs):***These relate to the major focus areas for the Ministry. They are to be derived from the 2022-2025 Sector Medium-Term Development Plan. |
| ***Focus Areas (FAs):*** Directors are required to adopt the five (5) standard FAs provided to guide the couching of Directorate Specific Focus Areas and target setting. The FAs are to correspond with Section 4.1 of the Agreement. Depending on the scope of a FA, more than one corresponding Directorate-specific FA may be indicated. |
| ***Baseline as at December, 2021:***Directors are required to indicate what has been done in the previous year in relation to the Target set for 2022. |
| ***Targets for the Year (2022)***In this column, Directors are to spell out the main targets to be carried out during the year. The identified targets should be linked to the achievement of the Directorate-Specific FAs. This should be stated in both qualitative and quantitative terms and meet the criteria of ‘SMART’ i.e. Specific, Measurable, Achievable, Realistic and Time bound.Directors are further required to state the specific roles that they are expected to play to enable the achievement of the indicated targets.**Directors are to note that they would be evaluated on the extent to which they achieved the targets (output) as well as the specific roles they have played****Note:** Working backwards, the completion of work on set targets should facilitate the achievement of the Directorate Specific Focus Area (FA) which should in turn lead to the attainment of Institution’s Medium-term Strategic Objectives. |
| **Implementation Schedule**Under this column, Directors are to indicate the timelines (broken down into quarters) by which the specific targets and roles are expected to be carried out **during the year*.*** |
| **Key Output and Outcome**Under this column, Directors are to indicate the key output to be generated for the various targets indicated. This will be verified during the end of year evaluation. In case the target is not fully achieved, evidence for the current status of achievement will be verified.The Outcome should also indicate the result or effect you expect from the achieved target. |
| **Collaborating Directorate/Unit/Department**Directors are to indicate the Directorates/Units/Departments they would partner with in the delivery of their targets. This may enable the Chief Director to establish linkages and synergies in targets set by other Directorates/Units/Departments. This is to help improve internal coordination. |
| **SCHEDULE 2: KEY OUTPUTS AND DELIVERABLES COMMON TO ALL DIRECTORS**This schedule focuses on the Director carrying out a generic set of deliverables aimed at facilitating the smooth operation of the Directorate. The deliverables have been grouped into the two (2) broad Key Results Areas (KRAs) namely;* Performance Reporting
* Human resource Management
 |
| **Key Results Areas (KRAs) 1 – Performance Reporting*****Action Plan***This should be prepared at the beginning of each year.***Quarterly Reports*** They are to be produced at the end of each quarter.**Key Results Area 2: Human Resource Management:*****Establishment levels and staff list in the Directorate and assigned job schedules****.*Organisation manuals may contain the ideal establishment level for the organisation. However, what is required here is for the Director to prepare an establishment level for the reporting year. It should reflect the following fields:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **Grade** | **Approved Establishment for 2022** | **Number at Post** | **Variance** |
|  |  |  |  |  |
|  |  |  |  |  |

***Completion of 2022 Staff Appraisals***It is important to demonstrate that all officers (Deputy Director/Analogous grades and below) have gone through the entire appraisal process from the planning through to the end of year phases and separate reports prepared for each phase. ***2022 Training Plan for the Directorate*** This should be identified through the appraisal process. ***Composite/Back-to-office reports from staff on training undertaken*** Directors are to ensure that staff prepare back-to-office reports on training undertaken. The reports should include a summary of how the institution would benefit from the skills acquired from the trainings attended by staff. In addition, a composite training implementation report should be prepared for the Directorate. |
| **SCHEDULE 3: DIRECTOR’S PERSONAL CAPACITY DEVELOPMENT PLAN** |
| The Director is required to indicate three (3) personal capacity development activities to be undertaken during the year 2022: (Actions could include; participation in workshops/conferences; seminars, webinars, book review, peer reviews, executive coaching and readings; etc). |

**DEFINITION OF TERMS**

The definitions for the terms used in the Heads of Department’s Performance Agreementwere introduced in the template as follows;

**“Chief Director”** means the bureaucratic head of the institution.

**“Director”** means the Director/Analogous Grades officers occupying the position of a Directorate/Unit head in the Ministry.

**“Head of Department”** means the officer occupying the position of a Departmental head.

**“Focus Area”** means the broad thematic areas of Ministries; consistent with their mandate, plans, programmes and projects as well as emerging issues of the sector.

**“Target”** means activities to be undertaken within a particular period. The target set should be Specific, Measurable, Achievable, Realistic and Time bound (SMART). The target set should lead to the achievement of the Top Priority Areas. **Example:** Produce Civil Service Annual Performance Report. (How many copies and by what timeline?? Is it to be distributed to key stakeholders?) SMART Example: Forty (40) copies of the APR produced and distributed to key stakeholders by end of March 2022.

**“Output”** means the final or key information in the form of pictorial, video or documentary evidence to show that the target set by the institution has been achieved.